*Leverage Statewide Common Infrastructure*
*Implementation and Migration Planning Team*

# Project Initiative 5.
# Leverage Statewide Common Infrastructure

*December 9, 2004*

# Agenda

| Project Initiation Workshop December 9th | | |
|---|---|---|
| Time | Agenda Item | Assignment |
| 08:30 – 08:45 | Introductions | All |
| 08:45 – 09:00 | Presentation | Coeur Group |
| 09:00 – 09:15 | Team Norms | Coeur Group |
| 09:15 – 09:20 | Team Chair | All |
| 09:20 – 09:45 | Team Mission | Chair – All |
| 09:45 – 10:00 | Break | All |
| 10:00 – 11:15 | Activity Workshop | All |
| 11:15 – 11:30 | Wrap up and Next Steps | Chair and Coeur Group |

# Discussion Overview

## Impetus for the study (House File 534):

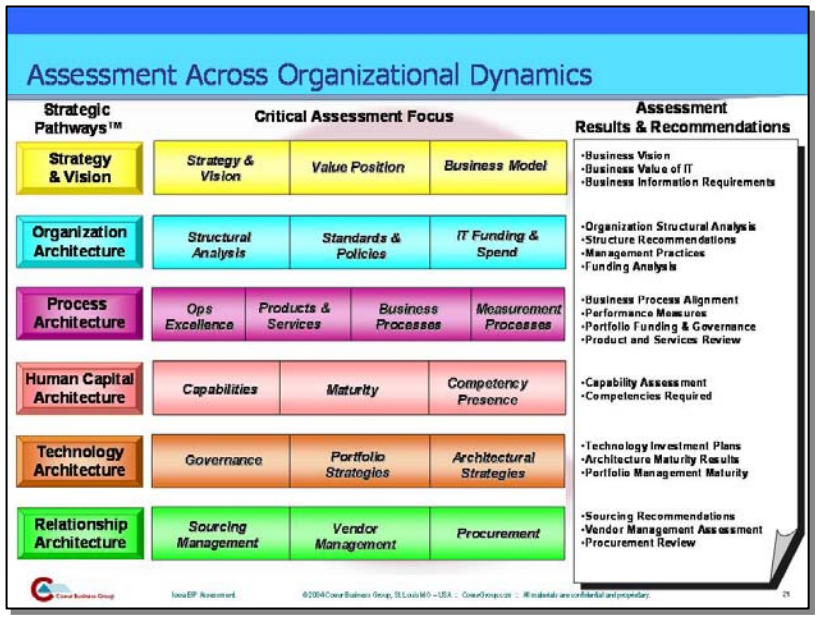
- The Legislature is looking for Value from Information Technology investments, to be more responsive, and cost effective by asking...
  - *How can investments in technology add Maximum Value to the State?*
  - *How can we increase cost effectiveness on a statewide basis?*
  - *How can we provide a greater focus on the core mission of the State?*
  - *How can we effectively manage Scarce Resources and improve service delivery?*
- An 'Impact Assessment' was conducted across a framework of three performance levels: Process, Technology, and Organization

# Organizational Assessment Model

## ***Identifying the State's IT Operations***

- Value of IT to the State
- Increase Effectiveness
- Leverage Assets and Resources
- Define Maturity of Infrastructure
- Scorecards & Measures
- Generate and Capture Value
- Portfolio Management Capability
- Governance Methods/Processes
- Transformation Capabilities
- Collaboration & Innovation
- Credibility and Dependency

### *Assessment Pathways*



132 IT Employees
20% Population
Assessed

Human Capital Utilization

Job Class Benchmarks

<250 Individual Interactions

Operational Plans

Critical Success Factors


Common Executive Vision

Best Practice Comparison

IT Productivity

House File 534

4 Focus Mandates

Client/Vendor Interface

CRM Capability

Infrastructure Views

Infrastructure Patterns

Funding Assessment

Federal, Grants General Funds Flow

DOM CFO Validation

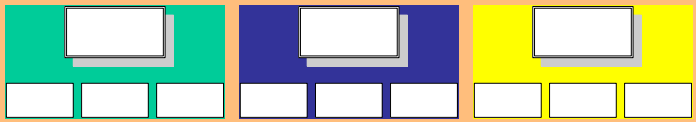
IT Budget Reviews

Fund Matching

Cost Impacts

Investment Requirements

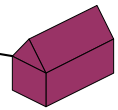
**3 Organizational Scenarios**



**4 Process Improvements**
- Governance Process
- Architecture Process
- Procurement/Vendor Mgt.
- Enterprise Portfolio Mgt. And PMO

**4 Cost Impact Programs**
- Infrastructure Consolidation
- Data Center Consolidation
- Hardware Lifecycle
- Application Consolidation

Departmental Business Drivers/Barriers



Department Information Requirements

META Group
Forrester
Gartner
Validation

Human Capital Mgt Research

Performance Measures

Program & Risk Assessment

State Peer Group Executive Reviews

Transformation Progress

Organizational Patterns

6 Architectures

Transformation Plan

Transformation Requirements

Operational Maturity

Architecture Utilization

Innovative Departmental IT Implementation

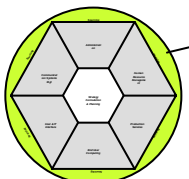
IT Credibility Dependency

Peer Transition Success/Barriers

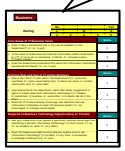
PMBOK Benchmarks

Project Manager

ID'd Savings Categories

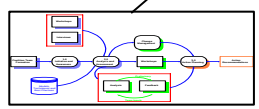


CoBIT-ITIL Operational Assessment

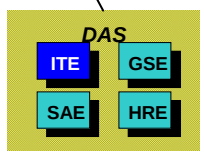


IT Value Survey

50 State Departmental Research



Project Process & Methods




Client Engagement Database

IT Spend Patterns & Benchmarks

# Iowa Common Business Drivers

1. Security
    1. *User access*
    2. *Homeland Security*
    3. *Intrusion Detection*
2. Data Management
    1. *Integrity*
    2. *Accessibility*
    3. *Storage*
3. Regulatory
    1. *Compliance*
    2. *Federal /State Programs*
4. Cost Management
    1. *Effectiveness/Efficiencies*
    2. *Avoidance*
5. Service Delivery
    1. *Problem Management*
    2. *Change Management*
    3. *Service Level Agreements*
6. Business/Constituent Alignment
    1. *Funding Process*
    2. *Constituency Alignment*
    3. *Strategic Focus*

# Critical Performance Directives

- Critical performance directives (a “Common Executive Vision”) emerged from Senior Management interviews and workshops:
  - *Provide Reliability*
  - *Responsiveness and accessible information*
  - *Higher levels of communications to understand business requirements*
  - *Make it easy to do business with IT*
  - *Always be cost competitive*
  - *Invest in IT to improve my departments business*
  - *We require IT competence*
  - *IT must fulfill commitments made*

# Implementation and Migration Planning

## Key Recommendations

Process Improvements

- *Technology Governance*
- *Statewide Enterprise Architecture Steering Committee*
- *Enterprise Portfolio Management Office*
- *Centralized Sourcing and Procurement*

Program Initiatives

- *Leverage Common Statewide Infrastructure*
- *Data Center Consolidation*
- *Hardware Lifecycle Program*
- *Application Inventory and Consolidation*

# The Assignment

Transform the Strategic Initiative as defined by the Enterprise Infrastructure and Personnel (EIP) Assessment Final Report into activities for defining steps of implementation.

***How can investments in technology add Maximum Value to the State?***

***How can we increase cost effectiveness on a statewide basis?***

***How can we provide a greater focus on the core mission of the State?***

***How can we effectively manage Scarce Resources and improve service delivery?***

# Team Norms

- Act as colleagues
- Spirit of brainstorming
- Spirit of inquiry
- Develop a deeper, broader sense of unity
- Stay on topic - Parking Lot

# Team Deliverables by January 11, 2005

- Conduct workshops
  - *Thursday December 9 – launch project, including:*
    - Understand recommendation
    - Select team chair
    - Write team mission
    - Identify key activities required to implement the recommendation
    - Wrap-up with weekly progress message
  - *Thursday December 16 – "flesh out" activities, considering:*
    - Risk, impediments, event horizon, culture, implementation cost, etc.
  - *Tuesday December 21 – draft presentation package*
  - *Tuesday January 11– complete presentation package*
- Develop key activities plan and framework for recommendations
- Create a presentation package for Governor Vilsack describing the recommended course of action

# Overall Project View

1. Workshops include:
   - *Review recommended initiative*
   - *Mission Statement*
   - *Weekly Status Report*
2. Develop Risk Assessment
3. Cultural considerations
4. Develop Project Plan
   - *Define key activities*
   - *Define event horizons*
   - *Define milestones and expected outputs*
   - *Define implementation cost elements*
5. Develop and deliver presentation for Governor

# The Recommendation

# Recommendation 5: Leverage Statewide Infrastructure

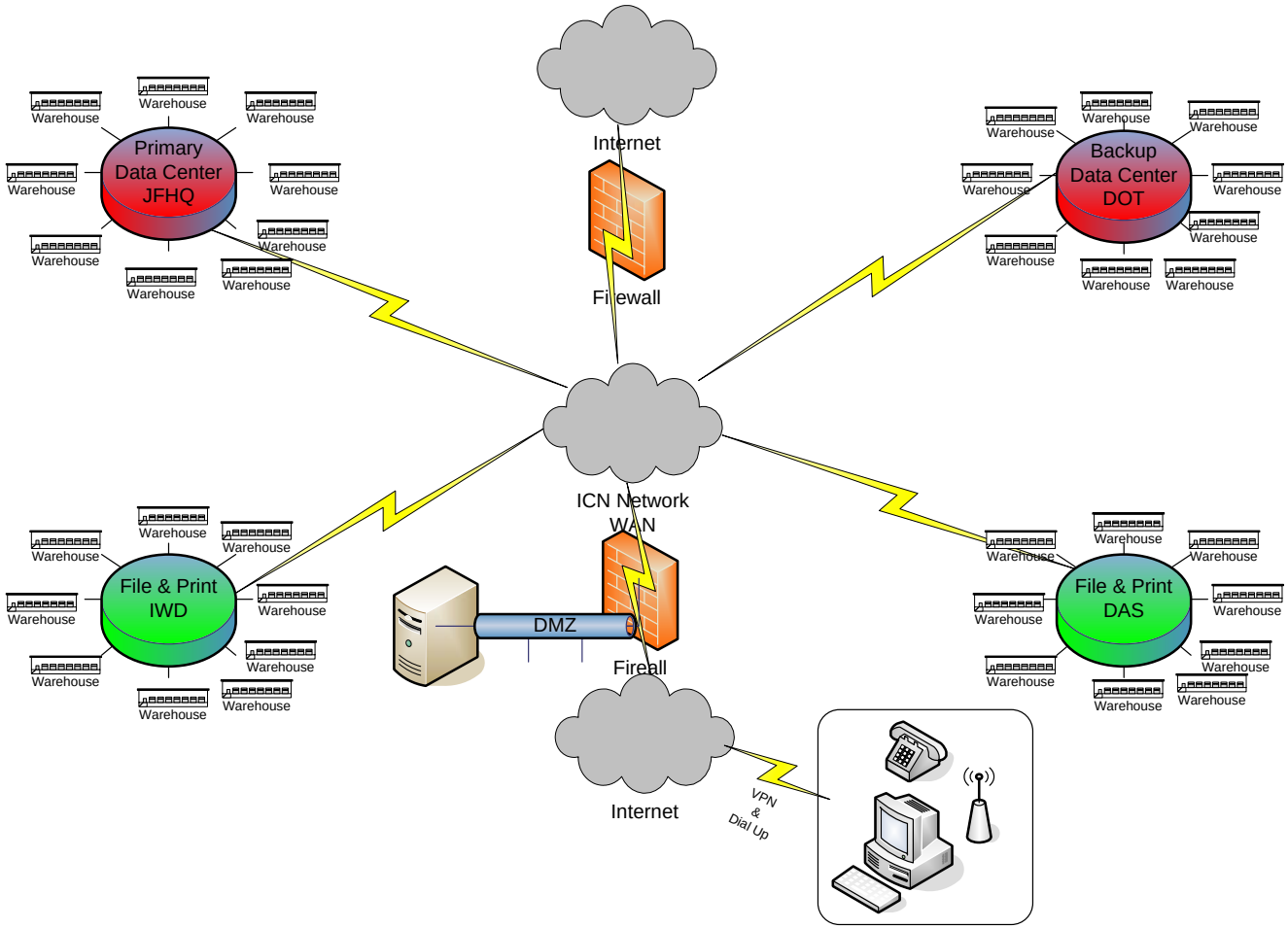
5. Develop a timeline for leveraging common **statewide infrastructure** by utilizing the capabilities of ICN for network backbone, internet connectivity, network management, traffic management and application performance management. This positions the State's computing environment for long term value. It allows agencies to focus on core business needs rather than on defining technical infrastructure. Additional, this eliminates diffusion of technology and reduces Total Cost of Ownership (TCO).

# Common Statewide Infrastructure Defined

- A set of utility services that are cross functional for many departments. These types of services include:
  - *ICN as the sole network backbone and telecommunications service provider*
  - *Consolidated network management and maintenance as it pertains to firewalls, routers, switches, etc. which are managed as part of a shared technology infrastructure.*
  - *Network Management and Operations*
  - *Network security developed through an enterprise network topology*
  - *Messaging Systems (Data Center)*

The common statewide infrastructure must be highly reliable, cost effective, and serve as the foundation for agency mission applications.

# Statewide Common Infrastructure Example



# Team Chair

# Team Chair

## Team Chair Responsibilities

1. Collaborate on weekly status report
2. Coordinate Team activities
3. Act as a spokesperson for the group
4. Liaison to Iowa Project Management (Wes Hunsberger)
5. Responsible for joint presentations

# Mission Statement

# Mission Statement

- **Instructions:**
  - *Define what you should be/could be providing*
  - *Specify to whom you should/could provide it*
  - *State your potential value added contribution*

## Format

**We supply _____(what?)**

**To _____ (whom, customers. stakeholders?)**

**That _____ (results in what contribution?)**

# Mission Statement

## Charter Statement - As Is

| | | |
|---|---|---|
| **We supply...** | | **(what?)** |
| **To.....** | | **(whom, customers. stakeholders?)** |
| **That.....** | | **(results in what contribution?)** |

**Is it believable?** **Is it unique?** **Is it defensible?**

# Mission Statement

## Leverage Statewide Common Infrastructure

The Infrastructure transition committee will offer input and feedback in the development of a timeline for leveraging common statewide infrastructure by utilizing the capabilities of ICN for network backbone, Internet connectivity, network management to the edge, traffic management and fault management. This positions the State's computing environment for long term value. It allows agencies to focus on core agency specific mission rather than on defining technical infrastructure. Additionally, this creates efficiencies in the use of technology and reduces Total Cost of Ownership.

# Key Leverage Common Statewide Infrastructure Activities

# Key Activities

| Key Activities |
| --- |
| 1 |
| 2 |
| 3 |
| 4 |
| 5 |
| 6 |
| 7 |
| 8 |
| 9 |
| 10 |

| Key Activities |
| --- |
| 1 |
| 2 |
| 3 |
| 4 |
| 5 |
| 6 |
| 7 |
| 8 |
| 9 |
| 10 |

# Activities

Develop an Asset Management Program:

A complete inventory of equipment and network topology:

- What (make, model, OS, processor, software, operating procedures, versioning, application tools)
- Configurations
- Leased/purchased
- Business requirements for life cycle plans
- Contract/vendor information

# Activities (continued)

Develop Capacity Planning Processes:

- Compile an inventory of business applications (business requirements and capacity planning)
- Compile an inventory of current projects (business and IT enhancements/upgrades)
- Compile a listing of upcoming projects (business and IT enhancements/upgrades)

Gather User information:

- Types/groups and estimated numbers of users by location (remote, etc.)
- Current access, to what and method of access

# Activities (continued)

Disaster Recovery and Business Continuity:

- Document Business Impact Analysis
- Document current Disaster Recovery – Business Continuity practices
- Define future Disaster Recovery – Business Continuity

# Activities (continued)

Communications Plan

Compile a list of groups that need to be informed during transition and what their primary interest is to ensure the appropriate communication process:

- Agency Stakeholders
- Business Partners
- Constituencies

# Activities (continued)

Compile a list of applicable:

- Federal Requirements,
- Iowa Code citations – someone will need to assess and provide recommendations/options

Document agency performance requirements

Conduct a detailed cost analysis to fully consolidate infrastructure

# Activities (continued)

Establish PMO for the consolidation

Appoint project managers for the consolidation

Develop service offerings/packages and rates

Develop performance measures, scorecards and results documents

Develop portfolio of Service Level Agreements

# Activities (continued)

Develop a prioritization methodology and implementation plan

Define business to business processes

Acquire business relationship managers to develop program policy, strategic and tactical plans

Acquire vendor relationship managers to define performance expectations and development performance measures; manage vendor contractors

# Activities (continued)

Develop a process to identify the “new” IT core business and what, if anything, to source

Develop an enterprise BR/DR plan – establish a baseline of what we are building towards

Document current privacy/security requirements and project future needs.

Establish a problem reporting process and trouble ticket system

Identify and document operational procedures

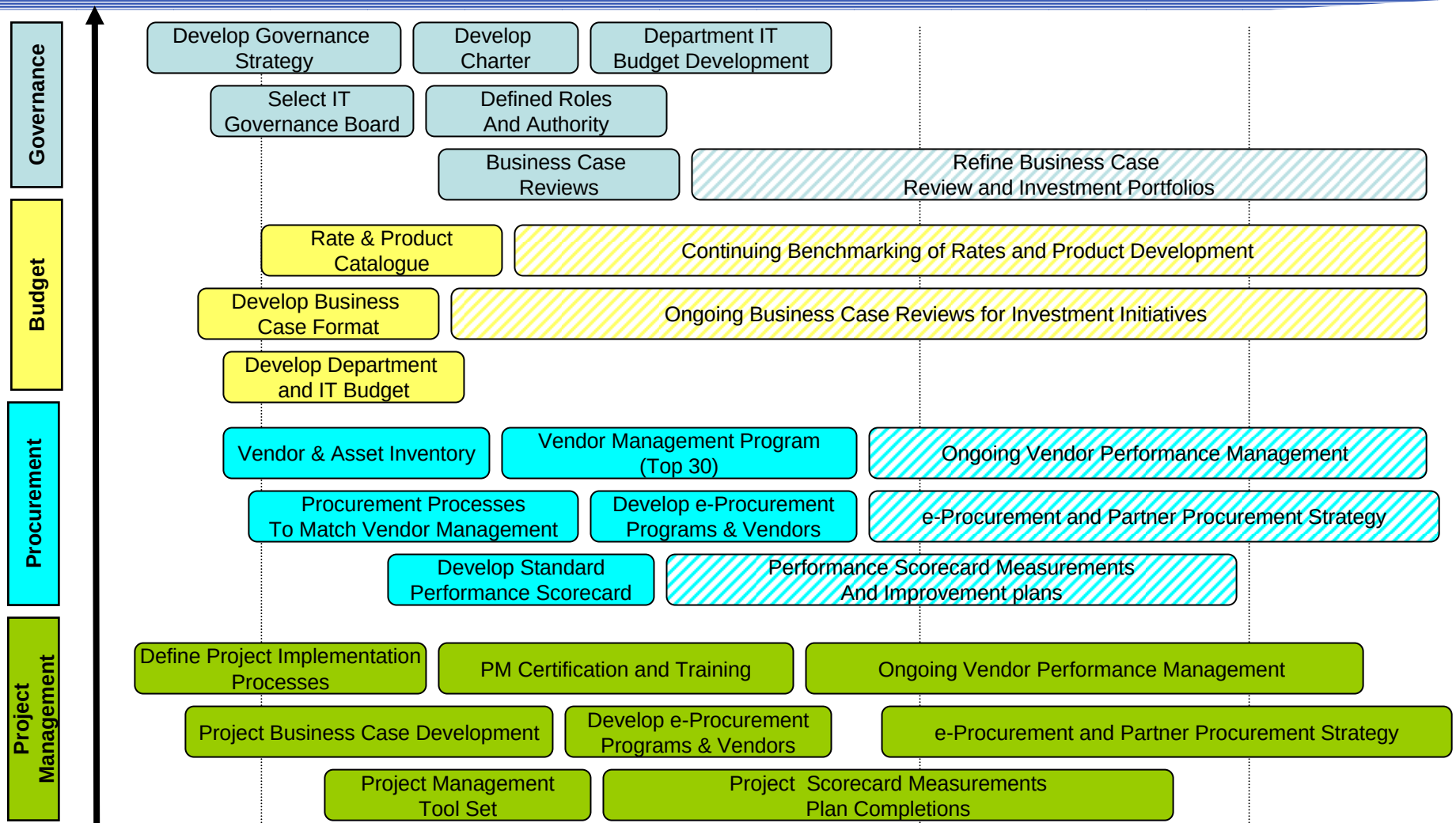
# Activities (continued)

Identify and consolidate updated Homeland Security threat level escalation plans

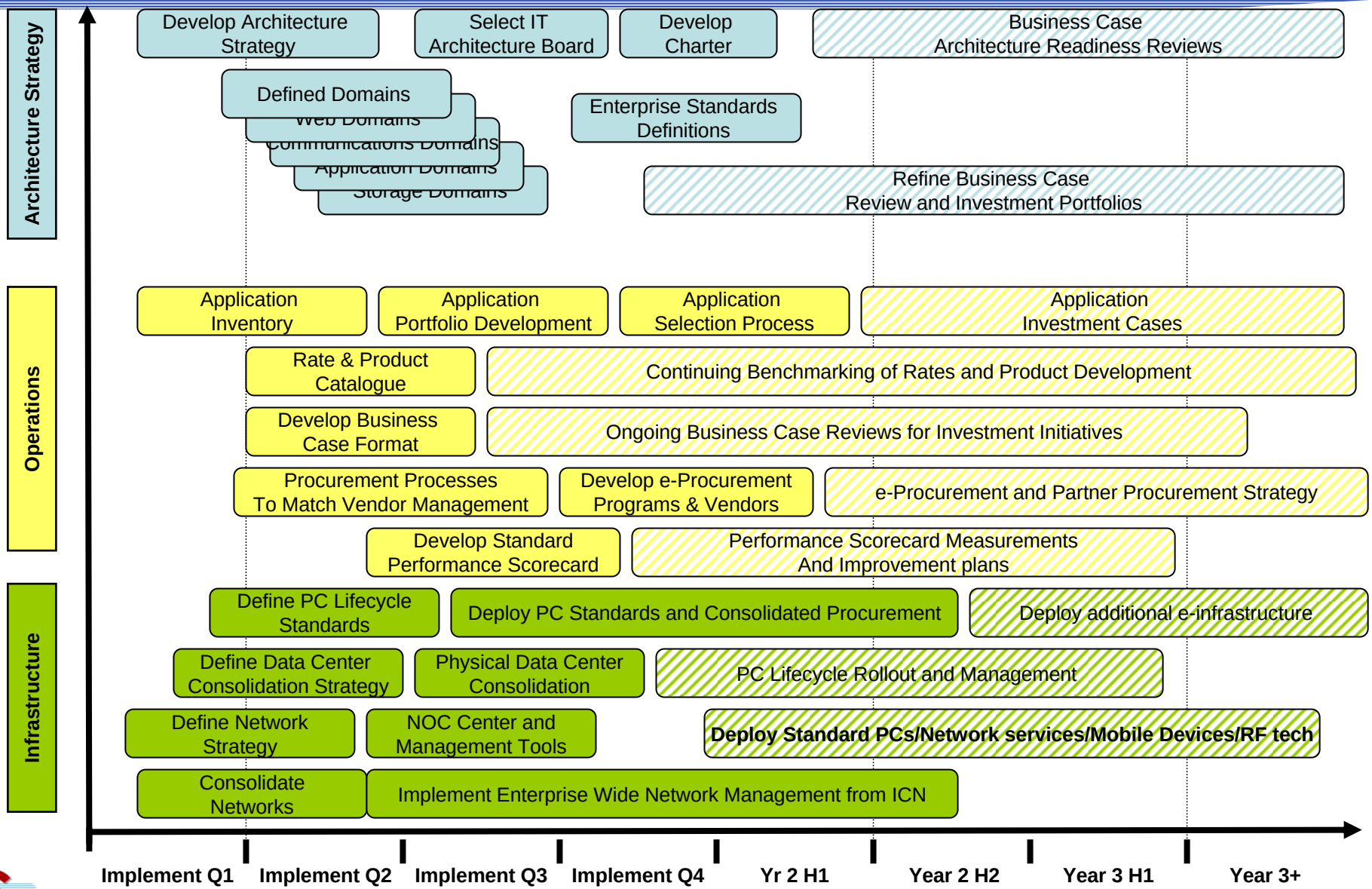
Establish and implement network performance monitoring tools, document results and link to applicable Service Level Agreements

Establish an enterprise sourcing program

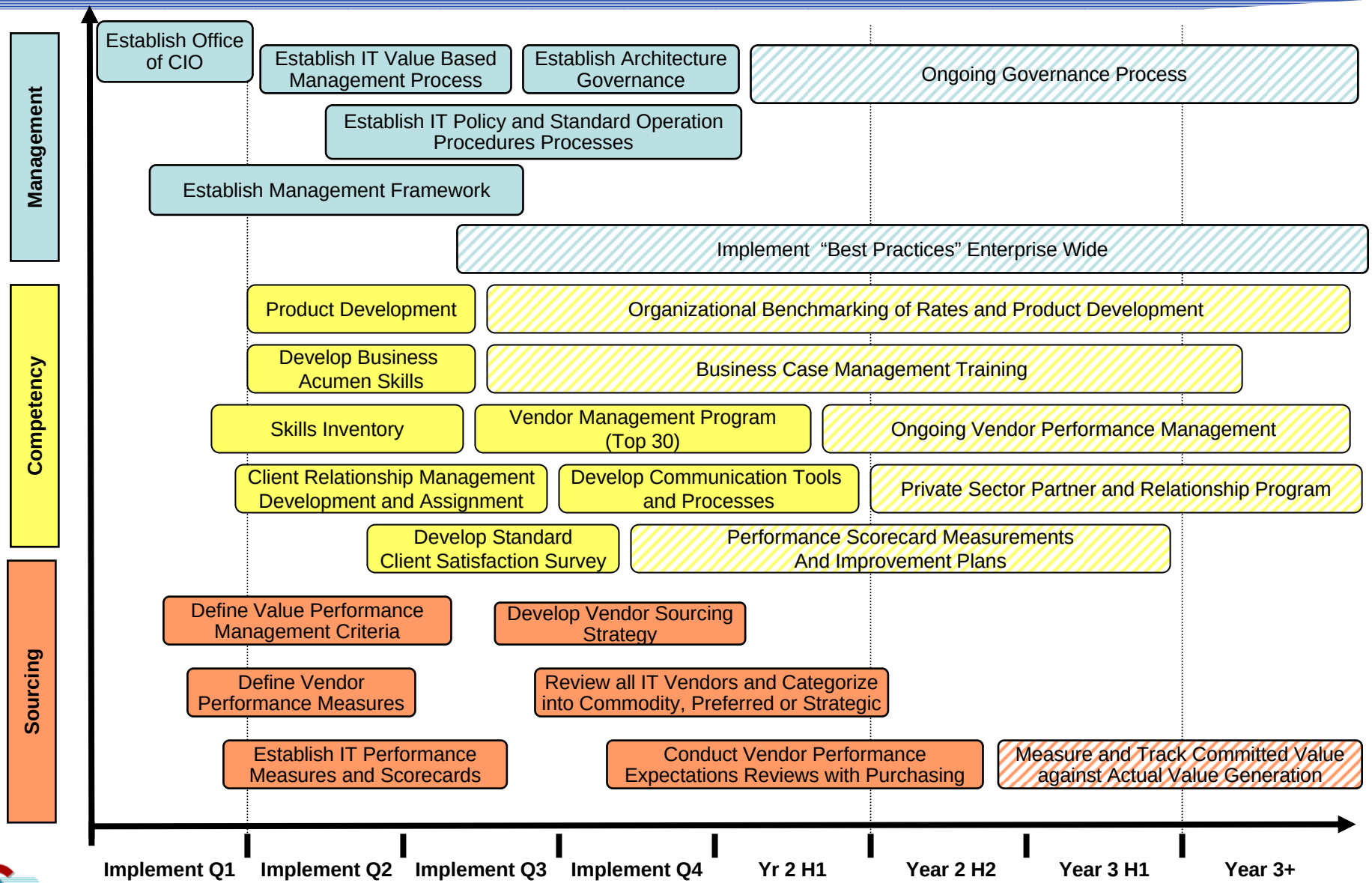
# Process Transition Overview



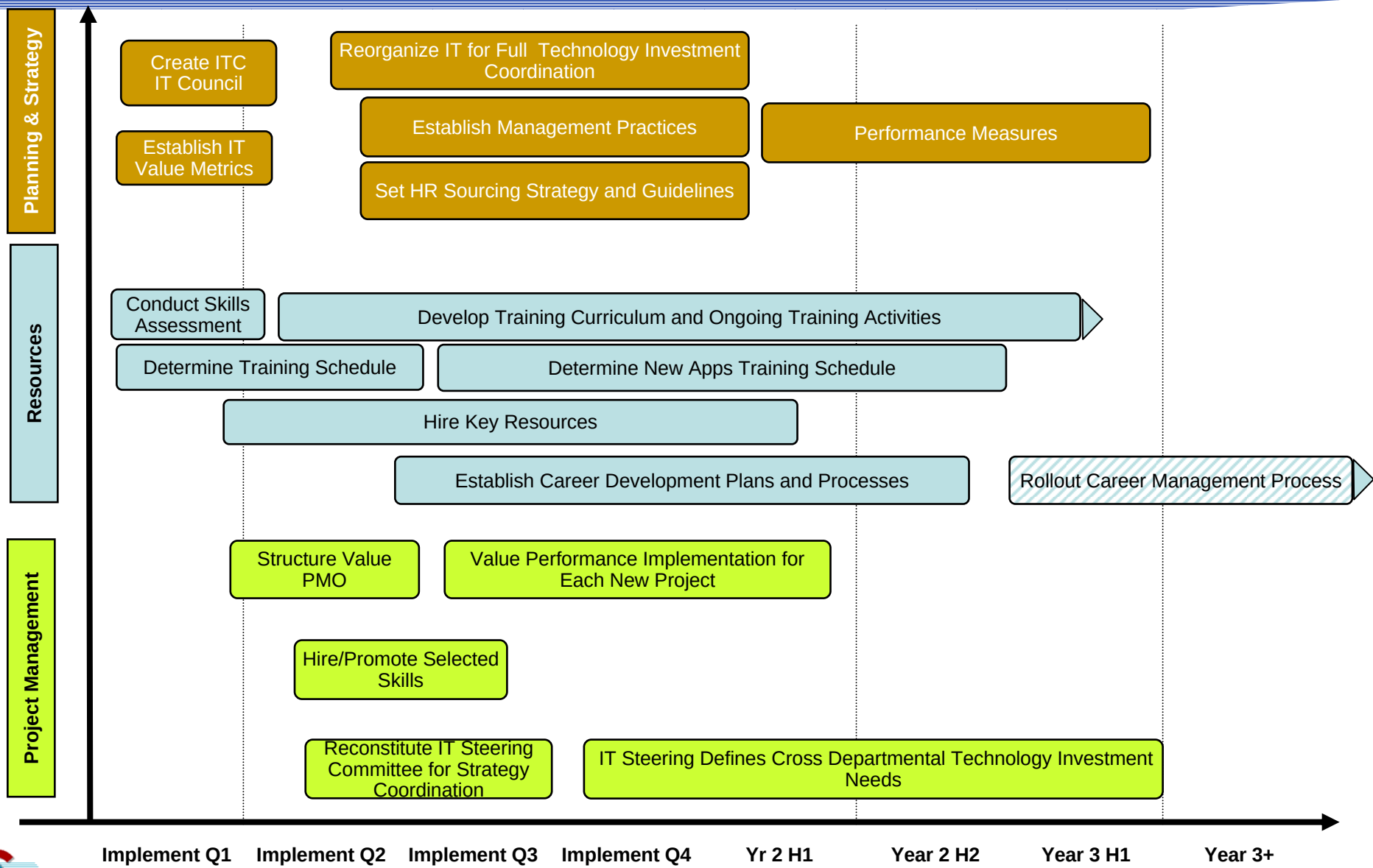
# Technology Transition Plan- Overview



# Organization Transition Plan- Overview



# Organization Transition Plan- Overview



# Role of the Architecture Steering Committee

- **Develop and promote the architecture.**
- **Provide input, review and approve the decomposition of the architecture principles to domain architectures.**
- **Review and approves the IT standards that forms part of each Domain Architecture**
- **Review and approves product and configuration standards from the Domain Architecture Teams.**
- **Review and approve or reject deviations from the Enterprise Wide Technical Architecture. The Architecture Steering Committee is also responsible for listing all deviations from the stated future direction and the making of migration plan to eliminate them.**
- **Consider proposals for new information technology that integrates or interfaces with the current IT architecture. Approve or reject exceptions to any standards defined by the Enterprise Wide Technology Architecture. Approved projects will continue on to the Governance Board along with the Architecture Steering Committee's comments. Projects that are rejected are subject to appeal to the Governance Board.**
- **Assist and guide IT project teams to comply, or to bring their projects into compliance, with the standards defined by the Enterprise Wide Technical Architecture.**
- **Support and approve the activities of the Domain Architecture teams.**
- **Ultimately the Architecture Steering Committee has a key responsibility the creation of Enterprise Wide Technical Architecture ambassadors amongst the business community.**

# SWOT

# SWOT

**SWOT Definitions**

## Strength

The ability to withstand a sustained application of force or change without altering your position

Positioning to your strengths gives you:

- A significant advantage
- A uniqueness
- Clear differentiation

**SWOT Definitions**

## Weaknesses

Vulnerabilities that if not remedied could cripple your strategy & mission

**SWOT Definitions**

## Opportunities

A favorable condition which compels you to improve your strategic position.

An opportunity should be:

- High impact
- So attractive you must pursue it!

**SWOT Definitions**

## Threats

Alternative choices for management or a condition which would create a negative impact on your business mission.

# SWOT Analysis

| | |
|---|---|
| **Strengths** | |
| **Weaknesses** | |
| **Opportunities** | |
| **Threats** | |